



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
950 JEFFERSON AVENUE  
FORT EUSTIS, VIRGINIA 23604-5700

ATCS-E

29 AUG 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 7, Anti-Harassment

1. References:

a. Equal Employment Opportunity Commission (EEOC) Management Directive 715, EEO, 1 Oct 03.

b. AR 600-20, Army Command Policy, 27 Apr 10.

2. I am deeply committed to preventing and eliminating all forms of harassment, to include sexual harassment, within TRADOC. I expect all leaders, managers, and supervisors to provide an environment of respect and dignity for all members of our team, to include military, civilian, and Family members.

3. Workplace and discriminatory harassment impacts TRADOC's most valuable resource – our people. Soldiers and employees cannot perform at their best while working in a hostile environment. Engaging in deliberate or discriminatory workplace harassment is prohibited behavior within TRADOC, and the Army and is subject to disciplinary action.

4. The enclosure establishes procedures for dealing with all allegations of harassment, to include sexual harassment. Individuals who believe they have been subjected to, or a witness to, any form of harassment have a duty to promptly report the misconduct to an appropriate management official. Leaders, managers, and supervisors will ensure that employees who report harassment are not subjected to reprisal for exercising their protected activity.

5. Policy Letter 14, Prevention of Sexual Harassment, dated 2 Mar 09 is rescinded. Content is incorporated into this policy.

6. This policy is effective until superseded or rescinded.

Encl

  
ROBERT W. CONE  
General, U.S. Army  
Commanding

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(see next page)

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## **TRADOC PROCEDURES FOR DEALING WITH HARASSMENT**

1. Policy. TRADOC has a zero tolerance policy for any form of harassment within our ranks. This prohibition covers harassment by anyone in the workplace, to include military, civilians, supervisors, coworkers, contractors, and nonemployees.

### **2. Types of Harassment.**

a. Discriminatory harassment for military personnel is based on current protected categories of race, color, national origin, gender, and religion. Discriminatory harassment for civilians is based on race, color, national origin, gender, age, disability, religion, and reprisal.

b. Sexual harassment is a form of sex or gender discrimination. Sexual harassment exists in two forms:

(1) The first involves a tangible employment benefit (quid pro quo) where a supervisor or manager provides an employment benefit to a subordinate employee in return for sexual favors. A tangible employment benefit requires a change in employment status and can include, but is not limited to, hiring, promoting, or providing training opportunities to the subordinate employee in return for sexual favors. Quid pro quo sexual harassment can also occur where a supervisor willfully denies a subordinate employee a tangible employment benefit because of the subordinate employee's refusal to submit to the supervisor or managers sexual advances.

(2) A second type of sexual harassment is the creation of a hostile work environment through conduct of a sexual nature. Such behavior is either implicitly or explicitly sexual in nature, is unwelcome, and is sufficiently severe or pervasive enough to create an intimidating, hostile, or offensive work environment.

c. Retaliatory harassment usually occurs when a Soldier or employee engages in a protected activity such as filing an Equal Opportunity (EO) or Equal Employment Opportunity (EEO) complaint or providing testimony thereof. It should be noted that harassment is the primary reason for an EO or EEO complaint and the main reason for a finding of discrimination in an EEO complaint.

### **3. Responsibilities.**

a. Soldiers and employees: Report all instances of harassment through their chain of command before it becomes severe or pervasive.

b. Leaders, supervisors, managers: In order to potentially reduce liability for EO and EEO complaints, leaders must ensure all Soldiers and civilians are familiar with this policy. Encourage Soldiers and civilians to report harassing conduct as soon as it occurs. Protect the confidentiality of the individual(s) alleging harassment to every



extent possible. Investigate all allegations of harassment and take appropriate action based on the results of an inquiry. Ensure follow-up to prevent further harassment or reprisal action.

#### 4. Guidelines for Investigating Complaints.

a. Evaluate the substance of the allegation(s) and refer to the appropriate agency or appoint an impartial person outside the employee's office to examine the allegation(s) immediately. The designated person must have the ability to interview and evaluate witnesses and determine their credibility.

b. At a minimum, interview the Soldier or civilian and their alleged harasser(s) to obtain relevant facts. Third parties who could reasonably be expected to have relevant information should also be interviewed.

c. A report will be provided to the appropriate management official for action as appropriate.

d. If the allegation is deliberate, substantiated, and/or found to violate policy or law, immediate and appropriate corrective action must be taken. Appropriate actions might include discipline, training, and counseling; monitoring the harasser(s) to stop the harassment and prevent its recurrence; apologies by the harasser; and restoration of leave or correction of any other harm the harassment caused to correct its effects. Consult your IG, EO advisors, EEO officials, chaplains, SJA, Provost Marshal, or Civilian Personnel Advisory Center specialist for additional assistance.

e. In the event an individual wishes to file an EEO or EO complaint, follow procedures identified in TRADOC Policy Letter 6, Equal Employment Opportunity, for civilians and applicants for employment and TRADOC Policy Letter 8, Equal Opportunity (EO), for Soldiers and Family members.